U.S. Department
of Transportation

**United States
Coast Guard**

Commandant
United States Coast Guard

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Washington, DC 20593-0001
Staff Symbol: G-SRF
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MAY 13 1996

COMDTINST 1520.1
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COMMANDANT INSTRUCTION 1520.1

SUBJ: INFORMATION RESOURCE MANAGEMENT (IRM) COLLEGE QUOTA
MANAGEMENT
Ref: (a) COMDTINST M1500.10B, Training and Education Manual

1. <u>PURPOSE</u>: This instruction provides information on quota management and application procedures for the Information Resource Management (IRM) College. The IRM College, located on Fort McNair in Washington, D.C., is a consortium member of the Defense Acquisition University.

2. <u>ACTION.</u>. Area and District Commanders; Commanders of Maintenance and Logistics Commands; unit Commanding Officers; Officers in Charge and Headquarters organizations shall ensure eligible personnel are made aware of this program.

3. <u>DIRECTIVES AFFECTED</u>. This information will be included in future change to reference (a).

4. <u>DISCUSSION</u>.

   a. Systems Resource Management Directorate (G-SR) is responsible for quota management of the 14 week Advanced Management Program (AMP) course and all other courses and seminars at the IRM College.

b.   The IRM College prepares leaders to direct the information component of public policy and to leverage information for strategic advantage in joint, combined, and coalition warfare. Primary areas of concentration include information-based warfare, business process reengineering, information technology, and acquisition reform. Students represent multiple communities including military planners studying the importance of information to warfighting, functional managers planning for the use of information within their organizations, information managers performing systems integration functions, and program managers in the acquisition of communications and computer systems.

c.   All instruction is conducted by four academic departments:

    (1)   The Information-Based Warfare Department considers the use of information in operational force employment through the study of historical lessons and possible future warfare scenarios.

    (2)   The Department of Information Strategy provides a multi-disciplinary perspective for functional and IRM executives on policy analysis, planning for the strategic application of information resources, and the transformation of organizations and work processes.

    (3)   The Department of Information Technology concentrates on the latest advances in modeling, simulation, artificial intelligence, decision technologies, computer hardware, computer software, and communications technologies through an examination of capabilities, uses, and related issues.

    (4)   The Systems Acquisition Department examines policies, principles, and issues surrounding information technology program management and acquisition to include an analysis of current weaknesses and options for reform.

d.   IRM College programs are designed to provide a dynamic forum where senior professionals, interacting with the faculty, not only gain knowledge, qualifications, and competencies for IRM leadership, but contribute to the growth and excellence of the field itself. The IRM College is divided into three major programs. First, the College teaches the AMP, a fourteen week course covering

contemporary IRM policy, technology, and acquisition issues. The second program consists of acquisition courses which address communications, computer, and software competencies. The third program consists of a series of intensive courses related to specific problematic areas and emerging concepts of IRM, such as Emerging Information Technologies, Public Policy for the Information Age, and The Information Highway. In addition, the College offers special symposia, seminars, and workshops focusing on IRM issues, lessons learned, and future directions.

e.   No training allowance billets (TABs) are available for the AMP course. Billets/positions of members attending the AMP course will remain vacant for the duration of the course.

5.   ELIGIBILITY. IRM College applicants must meet the following criteria (waivers are accepted by the College on a case-by-case basis):

a.   Candidates for the fourteen week AMP course must be nominated by their unit, with a Command endorsement. They must hold the grade of 0-5 or above, or civilian grade GS 14 or above. Candidates must possess a B.S., B.A., or equivalent degree.

b.   Requirements for candidates for all other IRM College programs vary by program. Enclosure (1) outlines current courses and defined selection criteria. Annual updates to enclosure (1) will be published as changes to courses and quotas occur.

6.   PROCEDURE. All applications shall be forwarded to Commandant (G-SRF) to arrive at least 90 days prior to published course convening dates.

a.   Applications must include a completed Request, Authorization, Agreement, and Certification of Training 10-part form (SF182). Also required is a command endorsement, explanation of course requirements met, and a college transcript (for AMP applicants). Mail completed application packages to: COMDT (G-SRF) U. S. Coast Guard Headquarters 2100 2nd St. S.W. Washington, DC 20593-0001 Members may also call (202) 267-2344 for any admissions or program related questions.

b.   Applications of personnel not selected but considered qualified will be forwarded to IRMC as alternate candidates and placed on a waiting list. IRMC assigns unfilled quotas from the waiting list starting forty-five days prior to course convening.

c.   There are no tuition costs associated with these courses, but the parent unit must fund any associated TAD costs.

d.   <u>Selection process for the APM course</u>. Commandant (G-SRF) will conduct a formal selection panel in October and June of each year to review applications and select the Coast Guard's candidates. Systems and Acquisitions representatives will be on the panel. The number of candidates selected will vary and be dependent on the number of quotas received from the IRM College.

/s/ D.E. CIANCAGLINI
Director of Information and
Technology

Encl: (1) List of Information Resources Management College FY-96 courses

LIST OF INFORMATION RESOURCES MANAGEMENT COLLEGE (IRMC)

FY-96 COURSES

1.   1. **Advanced Information Systems Acquisition**. This course is a four week program intended for members of the Acquisition Workforce. Students in this course develop high level skills in Information Technology (IT) and acquisition management through an integrated program of readings, seminars, case studies, and a simulated IT acquisition that includes extensive hands-on use of current project management tools. Areas of study include analysis and planning, the IT procurement process, oversight, and the unique characteristics of information technology. During a one day field study, students assess the process and impact of DoD information technology acquisition activities at a selected organization. In addition to mastering the competencies of this career field, graduates of this course develop the teamwork and critical thinking skills needed in today's acquisition workforce. Candidates should be in the paygrade of GS 13-15 or 0-4 to 0-6. Course offerings are as follows:

IRM 303-005   3 - 28 Jun 96
IRM 303-006   08 Jul - 02 Aug 96
IRM 303-702   08 Jul - 02 Aug 96
IRM 303-007   5 - 30 Aug 96
IRM 303-001   2 - 27 Sep 96

2.   **Intermediate Information Systems Acquisition**. This course is a 14 day program intended for intermediate-level acquisition professionals. This course provides a comprehensive overview of the systems acquisition, technical and business processes related to information systems. The course also presents the acquisition management integrations process that ties the various functional elements of information systems acquisition together. The course goal is to develop knowledgeable, competent mid-level managers capable of actively participating in the planning, organizing, directing and controlling defense information systems acquisition programs. Candidates should be in the paygrade of GS 9-12 or 0-3 to 0-4 and have completed some prior training or experience in the acquisition field. Course offerings are as follows:

IRM 201-6 3 - 20 Jun 96
IRM 201-7 3 - 20 Sep 96

3.   **Advanced Software Acquisition Management**. This course is a 14 day program that focuses on all key competencies established for software acquisition professionals and uses in-depth study of real and hypothetical software acquisition cases from within the DoD to include C4I, AIS, and MCCR.

Students extend their knowledge about program planning and management for software acquisition, risk identification and mitigation, software acquisition critical success factors and best practices, including management of a program management office. Candidates should be in the paygrade of GS 13-15 or 0-4 to 0-6 and have completed an Intermediate Systems Acquisition Management course. Course offerings are as follows:

231 SAM 301-3 11 - 28 Jun 96
706 SAM 301-2 9 - 26 Jul 96
706 SAM 301-3 6 - 23 Aug 96

4.   **Intermediate Software Acquisition Management**. This course is a 14 day program. This course extends the career education of the software acquisition professional through applied learning using in-depth study of real and hypothetical software acquisition cases from within DoD to include C4I, AIS, and MCCR. Students extend their knowledge of current best practices and critical for software acquisition by actively applying concepts and tools of risk management and project management, to include plans for defining procurement requirements, vendor qualification, evaluation of proposal evaluation criteria, and creation and evaluation of documentation relevant to software acquisition. Learning processes focus on all key competencies established for software acquisition professionals. Candidates should be in the paygrade of GS 11-13 or 0-3 to 0-5 and have completed a Basic Systems Acquisition Management and an Intermediate Systems Acquisition course. Course offerings are as follows: SAM 201-6 9 - 26 Jul 96 SAM 201-7 10 - 27 Sep 96

5.   **Chaos Theory and The Global Information Explosion**. This course is a 2 day program that focuses on the challenges, opportunities and issues that nonlinear dynamics, including Chaos theory, pose for the military, the Revolution in Military Affairs, and information technology managers across government. The course is non-technical, with emphasis placed on applications and consequences. Subjects range from relationships of Chaos Theory with warfare, the potential of foolproof secure communications, the implications of the global information explosion on organizations and processes, and the decline of hierarchies. Special attention is given to paradigm shifts, or fundamental changes in pattern of thought. This introductory course is of interest to personnel responsible for policy and doctrine development. Candidates should be in the paygrade of GS 12-15 or 0-4 to 0-6. Course offerings are as follows:

CTW 9603 26 - 27 Jun 96 2

6. **Collaborative Technologies For The Government Executive**. This course is a 3 day program that provides an in-depth look at digital collaboration technology in the Federal government, especially National Security organizations. Students participate in the exploration and creation of a wide range of applications within the multimedia communications and information structure of groupware technology. Attendees experience the link to more powerful and effective group decision making. Students witness the power of global information sharing for creating a virtual/4A (Anytime Anywhere Anybody Anything) organization, for optimizing business processes, and for enhancing corporate memory. The course employs extensive hands-on exercises, and includes guest speakers from organizations using this technology. This course is intended for managers interested in examining a method of managing and sharing information across a computer network. Candidates should be in the paygrade of GS 12-15 or 0-4 to 0-6. Course offerings are as follows:

    LEX 9602 30 Jul - 1 Aug 96

7. **Computer Simulation In Process Improvement**. This course is a 3 day program that introduces the use of computer simulation as an important decision making tool in re-engineering business processes and improving workflow. While geared for managers, the course provides enough technical details to ensure an appreciation for what is involved in initiating a simulation effort, what types of problems the staff might encounter, and what can reasonably be expected as an outcome. In achieving these course objectives, the student receives hands-on experience in using a modern PC-based computer simulation development environment, and by the end of the course, is able to create simulations of simple workflow processes. This course is appropriate for functional and technical managers who need an understanding of simulating workflow processes. Candidates should be in the paygrade of GS 12-15 or 0-4 to 0-6. Course offerings are as follows:

    CSI 9602 11 - 13 Jun 96
    CSI 9603 23 - 25 Jul 96

8. **Emerging Information Technologies**. This course is a 3 day program that explores advances in all aspects of information technology from the perspective of both the functional and the information resources manager. The course includes discussions of the technologies which are particularly useful in assisting managers to make better decisions including artificial intelligence, expert systems, and neural networks. It continues with an overview of the trends in information systems technology and gives particular attention to automatic speech recognition, natural language understanding,

software development and maintenance technologies, database technologies, and the emerging field of multimedia. It concludes with a round table discussion on how these technologies can more effectively employed in the public sector. Candidates should be in the paygrade of GS 12-15 or 0-4 to 0-6. Course offerings are as follows:

EIT 9605 24 - 26 Jun 96
EIT 9606 27 - 29 Aug 96

9. **Executive Decision-Making Strategies**. This course is a 3 day program that focuses on decision-making performance and effectiveness within an organizational context. In addition, it emphasizes strategies, techniques, and aids for improving decision making. The framework for this course is designed to examine the decision making of individuals, individuals functioning as a group members, and groups. It provides an in-depth look at decision-making processes within a resourse-constrained and political environment. Reading assignments, advanced technologies, and case studies including the Challenger and Vincennes incidents are used throughout the course. This course is for mid to upper level managers who frequently make unstructured, strategic decisions. Candidates should be in the paygrade of GS 12-15 or 0-4 to 0-6. Course offerings are as follows:

EXD 9603 9 - 11 Jul 96

10. **Expert Systems Technologies**. This course is a 3 day program that investigates in depth the most technologically mature aspect of Artificial Intelligence, that of Expert Systems. Included in the course is an overview of what expert systems are, what they can do, how they are being used today in industry and within the government, and their future. Course topics include methods for choosing suitable applications, ways to represent and acquire knowledge, inference engines, and development, validation, and implementation of expert systems. Available computer-based tools are identified and examples of systems currently in use are provided. The course also provides hands-on experience where students have the opportunity to develop a small expert system. Candidates should be in the paygrade of GS 12-15 or 0-4 to 0-6. Course offerings are as follows:

EST 9603 9 - 11 Jul 96

11. **Intermediate Information Warfare**. This course is a 5 day program that examines the evolving concept of Information-Based Warfare (IBW) information technology, operations, and doctrine as a force multiplier in conventional conflict and as a unique form of warfare. The course involves a

comparative study of the evolving spectrum of ideas on the role of information in warfare. It includes the consideration of current initiatives to implement these concepts at various levels of warfare and analyzes ways these initiatives enhance capabilities to support Joint Task Forces and other National and International Security Organizations. Topics include characteristics of IBW, C2W, C4I for the Warrior, and C2 Operational developments at joint/combined commands. Candidates must hold a Secret Level Clearance and should be in the paygrade of GS 12-15 or 0-4 to 0-6. Course offerings are as follows:

IBW 9603 17 - 21 Jun 96
IBW 9604 22 - 26 Jul 96

12. **Leveraging Technology For Organizational Change**. This course is a 5 day program that examines strategies, processes, and resources for significantly improving organizational performance through the application of new and emerging technologies. The course distinguishes between the need for incremental performance improvement versus fundamental discontinuous organizational change. It introduces the functional capabilities of technologies that are expected in the next few years to change the way federal agencies achieve their missions. The course focuses on techniques and available resources for redesigning work processes to take full advantage of these new technologies and for gaining commitment from both sponsors and users to make the change work. The course is supported by guest speakers and case studies drawn form Federal Government and industry, and provides examples of successes and failures in technology enabled organizational change initiatives. Candidates should be in the paygrade of GS 13-15 or 0-5 to 0-6. Personnel at the GS 12 and 0-4 level who have significant responsibilities for major organizational change efforts will also benefit. Course offerings are as follows:

LTO 9603 24 - 28 Jun 96
LTO 9604 12 - 16 Aug 96

13. **Public Policy For The Information Age**. This course is a 3 day program that focuses on information-related public policy issues, analytic approaches, and policy structures of special relevance to military officers and senior government officials. Issues are examined in the context of organizations and individuals dealing with information as well as information technology related issues. The course is grounded in federal information resources and technology policy, contemporary issues and events, and the policy sciences. Methods and tools of policy formulation, analysis, and evaluation are applied to substantive information, information management, and information technology policy

issues. Candidates should be in the paygrade of GS 12-15 or 0-4 to 0-6. Course offerings are as follows:

PIA 9602 11 - 13 Jun 96

14. **Senior Information Warfare...**. This course is a 2 day program that presents the current status of the evolving concept of Information Warfare and considers the integration of information technology, operations, doctrine, and training/exercises/education as a force multiplier in traditional conflict and as a unique form of competition, conflict, and warfare. The course involves a spectrum of ideas on the role of information warfare and information in warfare. It considers current initiatives to implement these concepts at strategic and operational levels of warfare to support Joint Task Forces and other National and International Security Organizations. Candidates must have a Secret Level Clearance and should be in the paygrade of GS 15 to SES 5 or 0-6 to 0-9. Course offerings are as follows:

SIW 9602 10 - 11 Jul 96

15. **Information Highway**. This course is a 3 day program that analyzes trends, issues, and uses of telecommunications as a component of functional business strategies and Information Resource Management. Specific telecommunications issues include costs, security, privacy, access, and regulation. The course considers select technologies on the "Information Highway" and their applicability to DoD. Examples include satellites, cellular technology and bulletin board systems; applications include electronic data interchange and information distribution. Guest speakers and demonstrations are used to illustrate applications. While this is a non-technical course, students are provided limited hands-on familiarization with commercial telecommunications-based information systems, government and private bulletin boards, and the Internet. Candidates should be in the paygrade of GS 12-15 or 0-4 to 0-6. Course offerings are as follows:

IHW 9602   4 - 6 Jun 96
IHW 9603   9 - 11 Jul 96
IHW 9604   20 - 22 Aug 96 6